

MIDCAREER COURSE

NO. 35

OPENING DAY

USIB Conference Room

PHASE I

THE MANAGERIAL GRID

[REDACTED]

25X1A

PHASE II

THE AGENCY

[REDACTED]

25X1A

and

[REDACTED]

25X1A

Opening Day 24 January 1973
Phase I 28 January - 2 February 1973
Phase II 4 - 21 February 1973

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MIDCAREER COURSE

NO. 35

25X1A

CHAIRMAN:

[REDACTED]
Room 933, Chamber of Commerce
Extension 2452

25X1A

CO-CHAIRMEN:

[REDACTED]
Room 933, Chamber of Commerce
Extension 2452

25X1A

[REDACTED]
Room 933, Chamber of Commerce
Extension 2452

25X1A

TRAINING ASSISTANT:

[REDACTED]
Room 933, Chamber of Commerce
Extension 2452

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FOREWORD

The Midcareer Course is the product of the determination at the highest levels of the Agency that promising officers be given an opportunity to widen their understanding of current developments and problems in the Agency and the Intelligence Community, and of major issues facing the Government, especially in the international field, as well as to introduce them to management concepts.

Phase I of the Course consists of a study of "The Managerial Grid" as a framework for understanding and applying effective managerial behavior. It provides an opportunity to examine individual assumptions and to practice selected skills.

Phase II deals primarily with the functions, relationships, and problems of various Agency components.

During the final portion of the Course, Phase III, attention is focused primarily upon the activities of certain other organizations in the Intelligence Community, information science, and major developments and trends in World Affairs impinging on intelligence.

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Approved For Release 2000/06/01 : CIA-RDP80-00536A000300100001-1
MIDCAREER COURSE OBJECTIVES



1. To inculcate pride in the professionalism of the Agency and its work.
2. To widen perspectives beyond one's own job and experience.
3. To create team spirit through greater knowledge of the missions, functions, personnel and problems in other offices.
4. To provide greater knowledge of other Community agencies.
5. To provide greater knowledge of international affairs and domestic matters as they pertain to foreign relations.
6. To provide new insights into managerial styles and problems.
7. To remotivate mid-grade officers for taking on new responsibilities.

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WEDNESDAY, 24 January 1973
(USIB Conference Room, 7 E-26)

INTRODUCTION TO THE COURSE

1300	Registration		
1315-1415	Introduction to the Course	<div style="background-color: black; width: 150px; height: 1.2em; display: inline-block;"></div> Chairman, Midcareer Course SIWA/OTR	25X1A
		<div style="background-color: black; width: 150px; height: 1.2em; display: inline-block;"></div> Co-Chairman, Midcareer Course SIWA/OTR	25X1A
		<div style="background-color: black; width: 150px; height: 1.2em; display: inline-block;"></div> Co-Chairman, Midcareer Course SIWA/OTR	25X1A
		<div style="background-color: black; width: 150px; height: 1.2em; display: inline-block;"></div> Instructor, Management Training Faculty	25X1A
1500	Welcoming Address	<u>Lieutenant General Vernon A. Walters</u> Deputy Director of Central Intelligence	25X1A
1600	Special Clearance Briefings	<div style="background-color: black; width: 150px; height: 1.2em; display: inline-block;"></div> Security Officer, OTR	

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PHASE I
THE MANAGERIAL GRID

Sunday, 28 January 1973

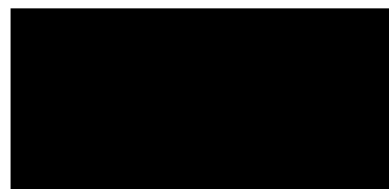
25X1A

1445 Arrival [REDACTED]

25X1A

25X1A

1515 Welcome to [REDACTED] and Security
Briefing (Please convene in
Classroom 11 -- CR-11)



1600 Open House [REDACTED]

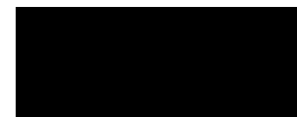
25X1A

STATINTL

1700 Dinner [REDACTED]

1830 Grid Work

25X1A



Instructors,
Management Training
Faculty

Monday, 29 January through Thursday, 1 February 1973

0800-2200 Grid Activities (Finishing times
each evening depend on the
individual teams. A detailed
schedule for the week will be
posted in CR-11)



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Friday, 2 February 1973

0800-1200 Grid Work

1200 Lunch

1300-1430 Complete Grid Work

1430 Briefing for Phase II

1500 ETD for Drivers and Passengers

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SUNDAY, 4 February 1973

1200-1930	Arrive	[REDACTED]	25X1A
1630-1730	[REDACTED]	open for Dinner	25X1A
1730	[REDACTED]	pen	25X1A
1930-2130	Class convenes at [REDACTED] for informal session and introductions	[REDACTED]	25X1A

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PHASE II
THE AGENCY






MONDAY, 5 February 1973
DCI Area

0800-0850	Convene in Classroom 11 (CR-11) Course Administration		
0855-0940	Film: "National Intelligence Estimates" Theater		
0945-1200	"The Agency and the Intelligence Community -- Developments and Problems"	<u>Charles Briggs</u> Director of Planning, Programming and Budgeting	
	Lunch (Normal mess operating hours 1130-1245)		25X1A
1330-1500	"The Agency's Relations with Congress"	<u>John Maury</u> Dep. Legislative Counsel	25X1A
1515-1630	"New Approaches to NIE's"	<u>Deputy Director of National Estimates</u>	
	Dinner (Normal mess operating hours 1700-1845)		25X1A 25X1A
1900-2100	Evening Session - [REDACTED]	<u>Charles Briggs</u> <u>John Maury</u> [REDACTED] [REDACTED]	25X1A

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TUESDAY, 6 February 1973
DDS Area

0830-0900	Reading (ONE and OER Booklets, other Handouts)		
0910-0940	Individual Student Presentation		
0945-1045	<i>"Logistical Support of the Agency's Activities"</i> "Security Considerations in Accomplishing the Agency's Mission"	<i>John Blake</i> Howard Osborn Director of Security Logistic	
1100-1200	"Records and Intelligence"	 Assistant for Information Control	25X1A
	Lunch		
1315-1515	"The Agency's Medical Services" (Arena B)	<u>Dr. John Tietjen</u> Director of Medical Services	25X1A
		 Chief, Psychological Services Staff	25X1A
		 Psychiatric Staff	25X1A
		 Deputy Chief, Operations Division	
1530-1700	"Personnel Management and Problems"	<u>Harry Fisher</u> Director of Personnel	
	Dinner		25X1A
1900-2100	Evening Session 	Howard Osborn <i>Blake</i> <u>Dr. John Tietjen</u> <u>Harry Fisher</u>	

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WEDNESDAY, 7 February 1973
DDI Area

0800-0830	Review Session Planning	Orange Team	
0840-0940	Review Session (First two days)	Orange Team	
0945-1045	"New Emphasis on Economic Intelligence"	Maurice Ernst <i>Dep.</i> Director of Economic Research	25X1A
1100-1200	"The Agency's Responsibility in Strategic Research"	Bruce Clarke <i>Dep.</i> Director of Strategic Research	25X1A
	Lunch		
1345-1415	Individual Student Presentation		
✓ 1430-1700	"Developments in Photographic Intelligence" (Arena B)	Arthur Lundahl Director, National Photographic Interpretation Center	
	Dinner		25X1A 25X1A
1900-2100	Evening Session - [REDACTED]	Maurice Ernst Bruce Clarke <u>Arthur Lundahl</u>	[REDACTED] J

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THURSDAY, 8 February 1973
DDI Area

0800-0940 Individual Student Presentations

0945-1045

STATSPEC

1100-1200 "Where to Go for the Answers --
The Central Reference Service"

Harry Eisenbeiss
Director, Central
Reference Service

Lunch

1400-1500 "Role of the Domestic Contact
Service"

James Murphy
Director, Domestic
Contact Service

1515-1615 "CIA's Current Intelligence Role"

Richard Lehman
~~Director of Current~~
Intelligence C/FE/OCI

25X1A

1630-1700 Individual Student Presentation

25X1A

Dinner

1900-2100 Evening Session -

Edward Proctor
ant. Deputy Director
for Intelligence

25X1A

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FRIDAY, 9 February 1973
DDI and DDS&T Areas

0800-0830	Review Session Planning	Green Team	
0840-1045	Individual Student Presentations		25X1A
1100-1200	"Basic and Geographic Intelligence"	John Kerry King Director of Basic and Geographic Intelligence c/BGI/GD	
	Lunch		
1300-1400	Review Session (DDI Area)	Green Team	25X1A
1415-1515	"Everything You Ever Wanted to Know About Computers -- But Were Afraid to Ask"	 Executive Officer, Office of Computer Services	
1530	ETD		

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SUNDAY, 11 February 1973

[REDACTED]

25X1A

1200-1930 Arrive at [REDACTED]

25X1A

1630-1730 [REDACTED] open for Dinner

1730 [REDACTED] open

25X1A

1930-2130 Individual Student Presentations

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MONDAY, 12 February 1973
DDS&T Area, Arena B

0800-0830 Individual Student Presentation

0840-0940 "Overview of S&T in CIA"

Donald Steiringer
~~Carl Duckett~~
Asst. Deputy Director for
Science and Technology

0945-1045 "ELINT Activities"

~~John McMahon~~
Dep. Director of ELINT

25X1A

1100-1200 "The Agency's Research and
Development Program"

Sayre Stevens
Director of Research
and Development

Lunch

1330-1430 "The Office of Special Projects"

~~██████████~~
Deputy Director of
Special Projects

25X1A

25X1A

1445-1545 "Scientific Intelligence"

~~████████████████████~~
Chief, Defensive
Systems Division

25X1A

1600-1700 "Foreign Missile and Space
Analysis"

~~████████████████████~~
Deputy Director of
Foreign Missile and
Space Analysis Center

25X1A

1730 Bus departs from ~~██████████~~

Dinner ~~████████████████████~~

25X1A

1915 Bus dep ~~████████████████████~~

25X1A

25X1A

1930-2130 Evening Session - ~~██████████~~

25X1A

~~██~~








~~██~~

25X1A

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TUESDAY, 13 February 1973
DDP Area

0800-0830	Review Session Planning	Red Team	
0840-0940	Review Session (DDS&T Area)	Red Team	
0945-1145	"Overview of the Clandestine Service"	 Chief, FI Staff ADDP	25X1A
	Lunch		
1300-1330	Individual Student Presentation		25X1A
1330-1450	"Field  Activities"		
1500-1550	"Counterintelligence Operations"	 Deputy Chief, Near East Division C/	25X1A 25X1A
1600-1700		Officer, Africa Division	25X1A
	Dinner		25X1A
1900-2100	Evening Session 		

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REVISED SCHEDULE*****

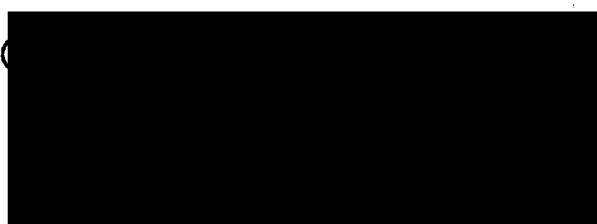
WEDNESDAY, 14 FEBRUARY 1973 HAPPY VALENTINE'S DAY +++
DDP Area

25X1A

0800-0830 Course Administration

0840-0940 Individual Student Presentations (

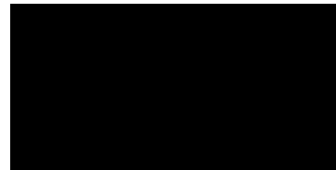
0945-1115



Lunch

25X1A

1230-1400



1415-1500 Questions & Answers

1515-1700 Movie (Optional)

"The Spy With the Cold Nose"

Dinner

*F*R*E*E*

*E*V*N*I*N*G*

STUDY REST SWIM JOG BASKETBALL POKER BULL SESSIONS LIBATIONS

Call your Valentine !

Happy Hour,
Too

WEDNESDAY, 14 February 1973
DDP Area

0800-0940 Individual Student Presentations

0945-1130 "Target: Soviet Bloc"



25X1A

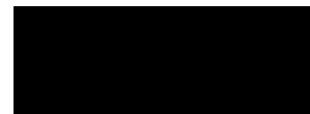
Lunch

1300-1330 Course Administration

25X1A

25X1A

1330-1500



1515-1645 [Redacted] Operations"

25X1A

Dinner



1900-2100 Evening Session



25X1A

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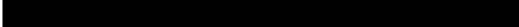


THURSDAY, 15 February 1973
DDP Area

0800-0940	Individual Student Presentations		
1000-1300	<i>Travel to HQ - lunch</i>		
0945-1045	"Cover: Official and Nonofficial"		25X1A
1330-1430	<i>3 C 34</i>	Chief, Central Cover Staff	
1100-1200	"The Agency's Role in Narcotics Control"		25X1A
1445-1545		Chief, NARCOG	
	Lunch		
1330-1530	Clandestine Service Summary Discussion	<u>Thomas Karamessines</u> Deputy Director for Plans	
1600	ETD (Drive Carefully)		

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FRIDAY, 16 February 1973




		25X1A
0800	Depart Headquarters (SW Entrance)	25X1A
0850	Arrive 	25X1A
0900-1000	"Technical Services in Support of Operations"	 Deputy Chief, Technical Services Division
1000-1130	Tours of Laboratories Buffet Lunch	TSD Staff
1230-1500	Tours continued	TSD Staff
1515	ETD	

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TUESDAY, 20 February 1973

DDS Area

			25X1A
			25X1A
0830-0915			
0845-0915	Review Session Planning	Blue Team	25X1A
0920	Welcome by Chief,   (Administration Building, 2nd Floor Conference Room)		25X1A
0950-1050	Review Session (DDP Area)	Blue Team	
1100-1200	"Financial Operations in the Agency"	<u>Thomas Yale</u> Director of Finance	
	Lunch (Normally 1200-1300)		
1300-1330	Individual Student Presentation		
1330-1430	<i>Security Considerations in Accompl.</i> "Logistical Support of the Agency's Activities" the Agency's <i>mission</i>	<i>Howard Osborn</i> John Blake Director of Logistics <i>Security</i>	
1445-1545	"Developments in CIA Training"	<u>Hugh Cunningham</u> Director of Training	
	<i>1630 ISP</i>		
1600-1700	"The Support Services"	John Coffey Deputy Director for Support	
	Dinner (Normally 1730-1815)		
1900-2100	Evening Session	<u>Thomas Yale</u> John Blake <i>Osborn</i> <u>Hugh Cunningham</u> <u>John Coffey</u>	

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WEDNESDAY, 21 February 1973

			25X1A
			25X1A
0800-0830	Individual Student Presentation		
0845	Bus Leaves for [REDACTED]		25X1A
0900-1000	"Developments in Agency Communications"	[REDACTED] Director, Office of Communications	25X1A
1015-1115	Demonstration of Communications Equipment	[REDACTED]	25X1A
1130-1230	Special Programs Briefing	[REDACTED] Chief, Special Programs Staff	
	Lunch		25X1A
1315-1500	Briefing and Tour of <i>Communication</i> [REDACTED] Laboratory	[REDACTED] Chief, [REDACTED] <i>Communication</i> Laboratory	25X1A
1510	Bus Leaves for [REDACTED]		25X1A
			25X1A

END OF PHASE II

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MIDCAREER COURSE

NO. 35

PHASE III

THE INTELLIGENCE COMMUNITY

AND

WORLD AFFAIRS

25X1A

Wednesday - Friday, 21 - 23 February 1973

[REDACTED]

Monday - Wednesday, 26 - 28 February 1973
Defense Intelligence School

Wednesday - Friday, 28 February - 2 March 1973
Thursday, 8 March 1973
Washington Area

Sunday - Wednesday, 4 - 7 March 1973
Field Trip

Friday, 9 March 1973
USIB Conference Room (7 E 26)

PHASE III





21 February - 9 March 1973

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MIDCAREER COURSE

NO. 35

CHAIRMAN:		25X1A
	Room 933, Chamber of Commerce Extension 2452	
CO-CHAIRMEN:		25X1A
	Room 933, Chamber of Commerce Extension 2452	
		25X1A
	Room 933, Chamber of Commerce Extension 2452	
TRAINING ASSISTANT:		25X1A
	Room 933, Chamber of Commerce Extension 2452	

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PHASE III
THE INTELLIGENCE COMMUNITY
AND
WORLD AFFAIRS

WEDNESDAY, 21 February 1973
[REDACTED]

25X1A

1530-1700 "Inventing the Future"

Richard C. Collins
Professor of Public
Affairs and Admin-
istration, Federal
Executive Institute

Dinner

1900-2100 Evening Session
(A-3 Day Room)

Richard C. Collins

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THURSDAY, 22 February 1973

25X1A

0800-0900 Individual Student Presentations

25X1A

0915-1200 "PPB in the Agency Environment"

Planning, Program-
ming and Budgeting
Staff

Lunch

25X1A

¹⁵ ¹⁵
~~1300-1400~~ "The Federal Bureau of
Investigation"

Chief, Nationalities
Intelligence Section,
FBI

³⁰ ²⁵
~~1415-1515~~ Review Session (DDS Area)

Orange Team

25X1A

⁵
~~1530~~-1700 "Coordination of the
Intelligence Community"

Assistant Deputy
to the Director of
Central Intelligence,
Intelligence Community

Dinner

1900-2100 Evening Session
(A-3 Day Room)

William E. Colby
Executive Director-
Comptroller

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INFORMATION SCIENCE SEGMENT

23 - 28 February 1973


Friday

25X1A

1330-1530 "Introduction to
Information Science"


Chief, Information
Science Training
Staff

25X1A



Information
Science Faculty

Monday

0900-0930 Check-in, Administration, Security

25X1A

0930-1210 "Intelligence On-line Systems"



Information
Science Faculty

Lunch

25X1A

1250-1410 "Storage and Retrieval" Exercise

1430-1600 "Probability, Statistics and
Decision Making"


Information
Science Faculty

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Tuesday

25X1A

0900-1210 "Correlation and Regression for
Intelligence and Management"

Lunch

1250-1430 "Resource Allocation and Linear
Programming for Intelligence
and Management"

1445-1600 "Linear Programming Exercise"

Wednesday

0900-1020 "Network Analysis"

1040-1210 "Program Evaluation
Review Technique"

1210 Checkout

Lunch

1330-1430 Tour of Central Reference Service
Computer Applications

1445-1545 "Computer Applications in CIA"
(Room 1 A-07)

1600-1700 Question and Answer Session

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25X1A

FRIDAY, 23 February 1973

0800-0900 Individual Student Presentations

¹⁰
0900-1030 "The United States in a Changing
World Economy"

Edward Allen
Deputy Assistant
Secretary of
Commerce

1045-1215 "SALT Negotiations and
Monitoring"

[REDACTED]
Special Assistant
to the DCI for
SALT

25X1A

Lunch

1330-1530 "Introduction to
Information Science"

[REDACTED]
Chief, Information
Science Training
Staff

25X1A

[REDACTED]
Information
Science Faculty

25X1A


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MONDAY, 26 February 1973
(Defense Intelligence School)

0900-0930 Check-in, Administration, Security

0945-1130 "Intelligence On-line Systems"



Information Science
Faculty

25X1A

Lunch

1230-1400 "Storage and Retrieval" Exercise

1420-1600 "Probability, Statistics and
Decision Making"


Information Science
Faculty

25X1A

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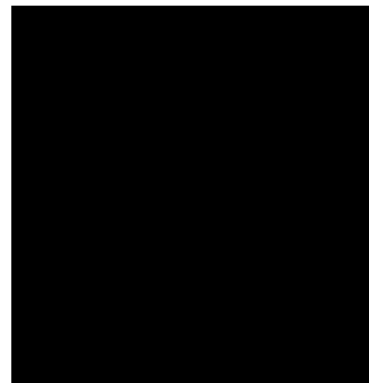
TUESDAY, 27 February 1973
(Defense Intelligence School)

0900-1200 "Correlation and Regression for
Intelligence and Management"

Lunch

1300-1430 "Network Analysis"

1445-1600 "Program Evaluation Review
Technique"

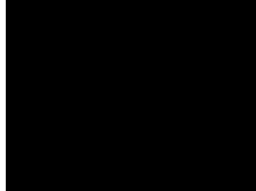




25X1A

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WEDNESDAY, 28 February 1973
(Defense Intelligence School
and Headquarters)

0900-1020	"Resource Allocation and Linear Programming for Intelligence and Management"		25X1A
1040-1210	"Linear Programming Exercise"		
1210	Checkout		
	Lunch		
1330-1430	Tour of Central Reference Service Computer Applications		
1445-1545	"Computer Applications in CIA" (Room 1 A 07)	 Chief, Information Processing Staff, OPPB	25X1A 25X1A
1600-1700	"Information Science: Summary and Wrap-up"		

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THURSDAY, 1 March 1973

0800-0830	Review Session Planning	Green Team	
0830-0930	Review Session (Information Science)	Green Team	
0940-1050	Course Administration		
1100-1200	"The Defense Intelligence Agency"	 Assistant Deputy Director for Intelligence (Pro- grammed Intelligence)	25X1A
	Lunch		25X1A
1230	Bus to  (SW Entrance)		
1300-1530	"The Imagery Analysis Service" 3N 117 - 	<u>George Allen</u> Director, Imagery Analysis Service	25X1A
	Tour and Visit with Analysts		
1540	Bus to Headquarters		25X1A
1630-1730	"Target Soviet Bloc"		


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FRIDAY, 2 March 1973

0745 Bus Departs Headquarters
(~~West Parking, far end of Lane E-F~~)
SW Entrance

0900-1200 NSA Briefing and Tour


Deputy Assistant
Director for
Production, National
Security Agency

25X1A

Lunch

1300 Bus Departs for Headquarters

(Red Team Plans Review Session
en route)

1415-1515 Review Session (Phase III)

Red Team

1530-1700 "Soviet Strategic Capabilities"

Bruce Clarke
Director of Strategic
Research

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C O N F I D E N T I A L

SUNDAY - THURSDAY, 4-7 March
Field Trip

Sunday, 4 March 1973

1245 EST Convene at Headquarters (SW Entrance)
1300 Special Bus leaves Headquarters for Andrews AFB
1345-1645 Flight from Andrews AFB to
 Patrick AFB, Cocoa Beach, Florida

Monday, 5 March 1973

0830-1500 Briefings and Tour at NASA, Cape Kennedy
1600-1735 Flight from Patrick AFB to
 Charleston AFB, South Carolina

Tuesday, 6 March 1973

0800-1630 Briefings and Tour at Charleston Naval Base
1700-1840 Flight from Charleston AFB to
 Norfolk Naval Air Station

Wednesday, 7 March 1973

0830-1630 Briefings and Tour at CINCLANT and
 Norfolk Naval Base
1700-1745 Flight from Norfolk Naval Air Station
 Andrews AFB
1800-1845 Bus to Headquarters

NOTE: The above Field Trip Schedule is subject to change and
will be confirmed the week before the trip.

C O N F I D E N T I A L

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THURSDAY, 8 March 1973
(Headquarters, Room 1 A 07)

1000-1130 0815-0945	"Prospects for Soviet-American Relations"	William Hyland Staff Member National Security Council
1130-1215	Course Admin	
1000-1200 1445-1630	"Current Developments and Problems Facing the U.S. Government in East Asia"	The Honorable Marshall Green Assistant Secretary for East Asian and Pacific Affairs, Department of State
	Lunch	
1300-1430	Talk: "Putting the 'Energy Crises' in Perspective"	James West Staff Assistant to the Assistant Secretary for Mineral Resources, Department of the Interior
1445-1545	"The Middle East Situation"	<div style="background-color: black; width: 150px; height: 1.2em; margin-bottom: 5px;"></div> Member, Board of National Estimates
1645-1815	Informal Remarks	<u>Carl Duckett</u> DDST

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FRIDAY, 9 March 1973
(USIB Conference Room, 7 E 26)

0830-0900 ⁴⁵	Review Session Planning	Blue Team
0915-0945	Course Administration	
1000-1200	"Perceiving Consumer Needs"	<u>Andrew Marshall</u> Director Net Assessment Group, National Security Council
	Lunch	
1245-1345	Review Session (2-9 March	Blue Team
1345-1445	Overall Evaluation	
1445 1500	Informal Remarks	
	<u>William E. Colby</u> Executive Director-Comptroller	
	Award of Certificates	<u>Hugh T. Cunningham</u> Director of Training

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ADMINISTRATIVE - INTERNAL USE ONLY

NO ACTUAL STUDENT
EVALS ON FILE.

MIDCAREER COURSE NO. 35

28 January - 9 March 1973

COURSE REPORT

Midcareer Course 35, given from 28 January to 9 March 1973, was unusual in starting under one DCI and concluding under another. (The only other time this has happened was Class 9 in 1966 during the Raborn - Helms turnover.) The resulting confusion and uncertainties at Headquarters led to a much greater number of speaker substitutions, cancellations, and schedule changes than are usual. The class, having been told that the course motto is "Keep Loose," responded admirably. In fact the uncertainties seemed to stimulate their curiosity about impending changes in personnel, organization and management policies. They were a hard-questioning group, frequently following up the first answer with a more probing question leading to the gut issues. Their sincere interest and questions continued throughout the course. They put more into the course and as a result we believe got more out of it. In the opinion of the staff, this was one of the best classes in recent memory.

Statistics

The class started with 30 students, all-male no blacks, but one had to drop out after the first day for an operation. There were 10 from the DDP, 9 from the DDS, 6 from the DDI, 3 from the DDS&T, and one from the DCI area. Their average grade was 13, with six 12's and seven 14's. The average age was 37.8 years, the youngest yet by a fraction of a year, with a comparatively narrow range of 32 to 44 years. The average time on board was 12.0 years, the same as for the last two classes, with a range of 6 to 23 years.

The students were addressed by approximately 45 speakers in Phase II and 25 or so in Phase III. Six students had already had the Managerial Grid.

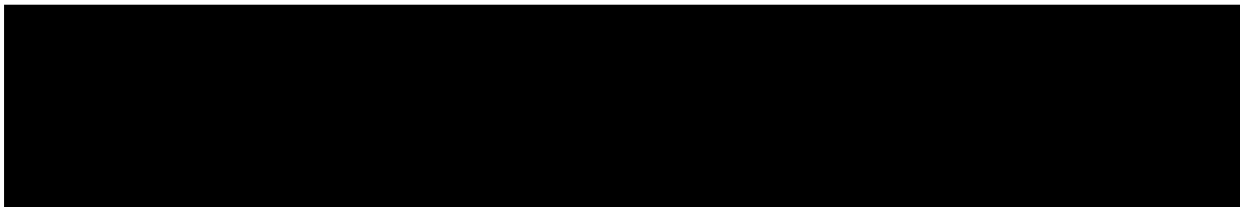
New Features

For the first time, we had a speaker on the energy crisis and for the first time in a long time, we had a representative from the FBI speak, and the class visited NSA. Each of these was favorably commented on by the students. A shorter field trip was planned and the class visited CINCLANT at Norfolk, where they had lunch aboard the carrier "J. F. Kennedy." Our reception at Norfolk was warm and friendly, somewhat in contrast to that in Charleston. During the speaker-packed Phase II [REDACTED] we were finally able -- because of the weather -- to give the students a free evening, which was well received: there were no comments in the review sessions this time that they were worked to the point of exhaustion.

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To increase student active participation, one-hour review sessions were again scheduled for each block of instruction. The sessions were conducted by teams formed during Grid week (augmented by the six students who had already had the Grid). Each team had half-hour planning sessions and then presented their team view to the remainder of the class, eliciting additional, confirmatory, or opposing views. The teams were given a free hand in their presentations and in preparing their written reports, which are attached. The reports were to represent the class views, and we feel do in most cases, although occasionally an author's bias shows through. The sessions were considered helpful by the students, giving them an active input to the course and, from an instructional point of view, reinforced the learning and absorption process.

New Speakers



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All were good and [REDACTED] was outstanding.

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New external speakers included [REDACTED] of the FBI; [REDACTED] Assistant Deputy Director of Intelligence, DIA; James West of the Department of Interior who spoke on "Putting the Energy Crisis in Perspective;" and Andy Marshall of the NSC Staff on "Perceiving Consumer Needs."

Phase I - The Managerial Grid

Of the 23 taking the Grid, 20 rated it 7, 8 or 9 on the high end of a nine-point scale, while three rated it 6 "somewhat applicable." Nineteen of the 23 who took the Grid made comments on it in their final critiques. Only one felt the Grid should be deleted, most praised it or offered suggestions for improvements, while three felt it should be given separate from the Midcareer Course.

Phase II - The Agency

The students generally praised the presentations by all of the Directorates, in spite of the fact that almost one third of the speakers were substitutes. The star speakers of Phase II included Tom Yale, [REDACTED] and Art Lundahl. The students criticized a few of the evening sessions at [REDACTED] when they felt there were too many guests available -- i.e., the DDS&T evening consisted of the ADDS&T and five office representatives -- but they were generally impressed with the candor displayed by most of the speakers. The class comments also reflected their feeling that the Agency components were presented with good balance and perspective. Dr. Steininger and Paul Walsh spoke in place of Carl Duckett and Ed Proctor. Jack Coffey spoke at [REDACTED] and Tom Karamessines spoke in his conference room when fog prevented the plane from going [REDACTED]. Duckett appeared later and addressed the class at Headquarters, where he gave some insights into the new DCI's preferences and operating methods.

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Phase III - Intelligence Community and World Affairs

Highlights of Phase III presentations were [REDACTED] on the FBI, James West of Interior on the energy crisis, and [REDACTED] on East Asia. In addition, the visit to NSA was very popular and profitable. The poorest received speakers were those on DIA [REDACTED] and the Middle East [REDACTED]

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The field trip for this running was confined to the East Coast, visiting Kennedy Space Center, Charleston Naval Base and CINCLANT at Norfolk. The briefings and tour at Kennedy were rated excellent, but some of the students expressed reservations as to the relevance of this visit to the Midcareer Course. The Navy organized a very poor schedule at Charleston, with the result that one briefing and the tour of the training center were rated highly but time ran short and a visit to a missile assembly area was deleted -- usually the high point of the day. The Norfolk visit was excellent and oriented toward the class' interest in intelligence.

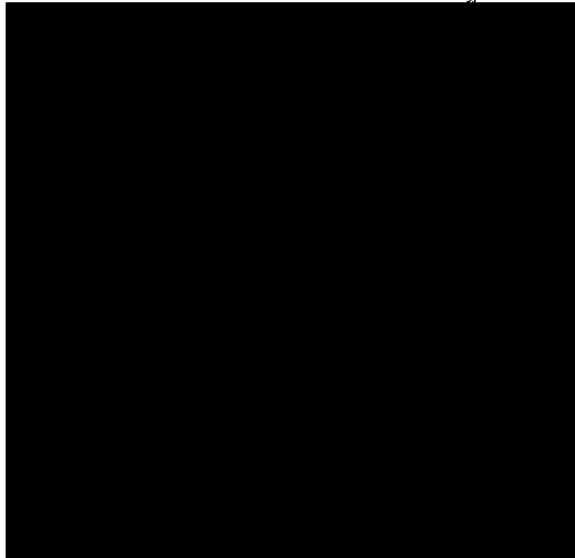
The final speaker in the course was Mr. Andrew Marshall of the NSC Staff who discussed "Perceiving Consumer Needs." Mr. Marshall stimulated the students' interest in the problem and explained the results of his own survey of NSC Staff people. He brought out and expanded on several problem areas in producer-consumer relationships and suggested that both sides of this equation should improve their communication.

Information Science

This block was cut from the five days in MC 34 to three days in MC 35, including a half-day at Headquarters touring CRS computer facilities and a session with [REDACTED] OPPB, on computer uses within the Agency. The students were generally critical of the format of the 2 1/2 days at [REDACTED] -- too much detail in a short time, too much terminal time -- and of the fact that the machines used at [REDACTED] are not those in use at Headquarters. Several of the students pointed out that within their diverse group a few were

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already familiar with computer techniques while the rest had had little or no previous exposure. They made many suggestions for changes for the next running and some will be adopted.



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DCI Area

Charles Briggs

Mr. Briggs spoke comprehensively about issues confronting the Agency and presented an excellent overview of Agency activities. He was especially enthusiastic about achieving more cross-fertilization among Agency components. After hearing later speakers, however, the class felt that realization of this ideal would be difficult to achieve in the near future. Mr. Briggs' excellent presentation would have been improved had he used fewer acronyms and first names, or in such cases explained what and whom he was talking about. Mr. Briggs was a good selection as a keynote speaker.

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[REDACTED] had a most interesting subject that he did not fully develop. The class felt that at times he was not entirely candid in his answers to questions. Also, [REDACTED] presentation would have been greatly improved had he more fully discussed what the Agency was trying to accomplish in its dealings with the Congress, and how the Agency went about this task. Moreover, the class would have appreciated more insights into the personalities of the key Congressmen who deal with the Agency and how they react to the efforts of the Agency's legislative representatives.

STATINTL

[REDACTED] gave an interesting, low-key discussion of the organization and mission of the Office of National Estimates. His casual manner and subtle humor were refreshing. Perhaps the title of his discussion, "New Approaches to NIE's," should be changed because it appeared that essentially no new approaches have been developed. The class felt that [REDACTED] could have provided more information on the procedures and problems involved with inter-agency coordination of NIE's. Moreover, it would have been useful if Mr. [REDACTED] had been more specific concerning procedures in NIE production.

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[REDACTED] did an excellent job in making interesting his subject of records management, and awakened class interest in its importance to the Agency. It was felt that [REDACTED] could have been more specific about his job and the objectives he was trying to reach. Moreover, it would have been valuable to have had more light shed on the subject of classification and the problems imposed by the Executive Order on that subject. The class consensus was that there are de facto as many classifiers today as there were before the Executive Order. The class realized that [REDACTED] had limited time to cover broad and complicated subjects and had no opportunity to go deeply into their specifics.

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[REDACTED] AD/DCI/IC

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The team felt that while [REDACTED] stated that he intended to discuss the coordination of resources, not substantive coordination, within the community, he in fact missed his stated intent. There was much meat in his talk on the formalized and mechanical procedures and organization to effectively carry out the necessary coordination, but little was said of the actual successes or failures of coordination efforts. The one seemingly grand success appeared to be the backing off of OMB on the DCI presenting and defending the Intelligence Community budget.

STATINTL

Remarks from the class also tended to add to the team's feeling that [REDACTED] said little of meaningful value, and that the IC Staff is busy bureaucratizing itself and doing little to implement coordination of resources or product within the Community.

DDI Area

DDI

OER

STATINTL

[REDACTED] - The presentation was well-structured overall by explaining how OER fits into the intel community, as well as by documenting the changing role of OER, a basis was given for OER's current role in dealing with economic intelligence. Various examples were given of how economic intelligence could and may be used. However, these examples only equated economic intelligence with the free world omitting the USSR and China in any economic conformation. A wire diagram of the management structure of OER would have been helpful; also some indication of OER's problems interfacing with other directorates.

OSR

STATINTL

[REDACTED] - He was called in on very short notice and unfortunately his presentation showed it. The coverage of the functions of the office was very scattered and was not coherent. An organization chart would have been very helpful. The problems within OSR were not brought out, in the sense that it was not clear the problems that the analyst faces in trying to do his job or the manager has in effectively leading the organization. The interfaces with external organizations such as DIA and State were not covered. It is suggested that the officers have an outline to aid the briefer in situations such as this.

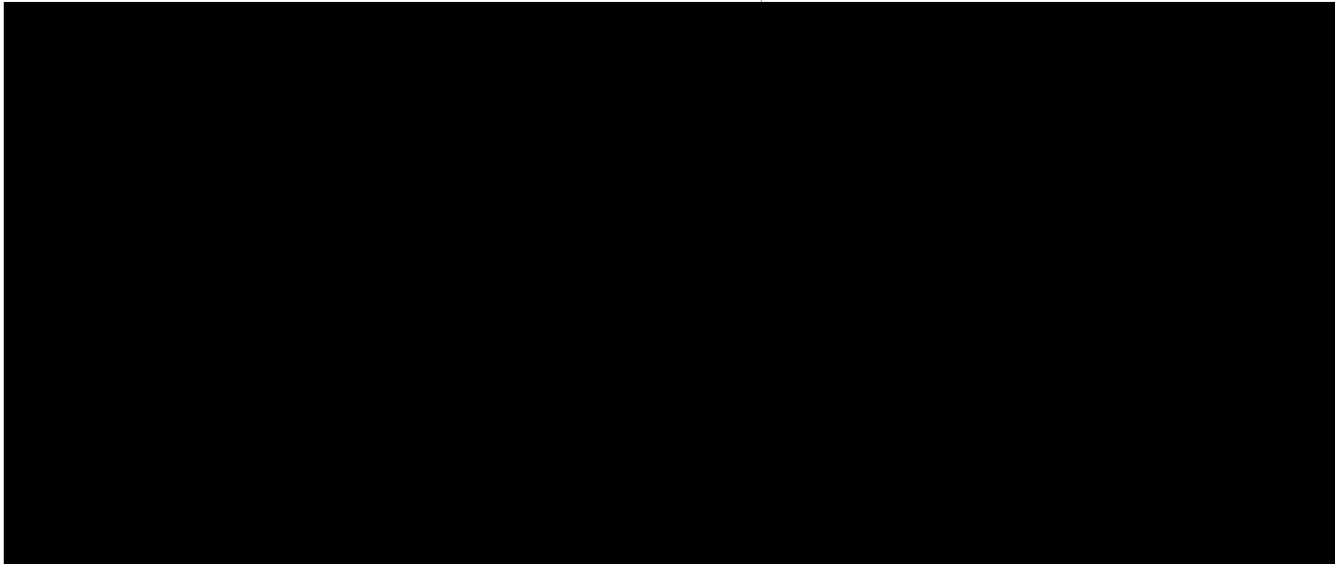
NPIC

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Arthur Lundahl, a dynamic speaker, delivered a convincing and graphically complete description of the National Photographic Interpretation Center. In the order of a professional speaker, Lundahl was glib and well-organized, covering all phases of the NPIC function; commencing with its history and working up through its organization, equipment, systems evolution, imagery analysis and production of raw intelligence. On the critical side there was some overkill and repetition during the historical development of NPIC and in some instances with the overwhelming statistics of systems evolutions. Some errors were transmitted regarding contingency reaction of our [REDACTED] reaction capability and NPIC's function in systems analysis and technology. Although the PI's make up "30%" of NPIC T&O, the briefing was 70-80% focused on the PI function. Other NPIC functions should have been illuminated.

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Finally we recommend that Lundahls briefing be coordinated on the same day with IAS briefing, preferably at the NPIC, i.e. an "NPIC day" to be a part of the course. Personal observations of hardware in conjunction with the briefings would help to complete the graphic picture.



CRS

Harry Eisenbeiss - The subject was covered in considerable detail, but could have been better handled at Hqs. with a visit to various sections to illustrate CRS's various functions. The flip charts were somewhat confusing, and if used again should be improved. Some indication of how CRS functioned in the past would have put the present activity in better perspective. Some examples of CRS production would also be useful.

DCS

The provision of copies of the "DCS Directory" to each student obviated the necessity of Mr. Murphy's providing a detailed description of the functions of DCS. The directory was judged to be a valuable tool for identifying DCS personnel able to help on specific problems and represents a service that other Agency components could profitably copy.

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Mr. Murphy could have made his presentation more valuable had he provided more information on how DCS copes with the following management problems:

1. Methods of communication and control within DCS.
2. Methods of keeping agents in the field abreast of collection requirements.
3. Methods of keeping a sense of organizational belonging among field personnel.

OCI

STATINTL

██████████ - Did a good "straight" job of covering the Office of Current Intelligence from A to Z. More like a canned approach.

He was interesting and I thought was good. However, some of the class thought that he did not tell the whole story. This was brought out from the classmates from the DDI.

DDI

Paul Walsh - was well received by the group and served as a catalyst to class discussion. While some members of the class questioned whether he was expressing the full extent of his knowledge of other directorates -- e.g., the DDP, it was agreed that his "ignorance" was designed to stimulate discussion. He made a very positive contribution.

OBGI

STATINTL

Although a last-minute substitute, ██████████ did an excellent job in describing the activities of his office. He was rather rushed toward the end, and it would have been better if OBGI had been allotted about 15 more minutes. The examples of the various OBGI publications brought along by the speaker were of great interest to the students, many of whom were unaware of the existence of several of these publications. ██████████ did not bring any codeword Maps, however, a fact that prevented detailed discussion of some of the most sophisticated activities of his office.

STATINTL

DDS Area

DDS

OF

This presentation was marked by unusual responsiveness to and candor in the class discussion. Mr. Yale was well prepared and gave a very good sketch of his office, its primary missions, and functions. Most of the key points that he emphasized were wisely chosen both for their intrinsic importance and general class interest. (Increased emphasis on financial detail, audit processes, sensitivity to financial scandal, and world wide cash flow and handling problems.) The special effort Mr. Yale made to answer questions that he was initially unable to satisfy did not go unnoticed. It was a good presentation of a classically dull subject.

OS

Mr. Osborn's presentation provided the class with a fair overview of the operations of the Office of Security. He ably described the organization of his office and, although he seemed reluctant to get involved, he gave the class some appreciation of the types of problems he faces. As more pressure was applied by the class during the informal evening session, he became more candid and more informative. Although he covered the essential items during the afternoon session, his formal presentation was stilted and, consequently, less interesting. It is the opinion of the class that Mr. Osborn's presentation would have been more effective had he not read from a prepared text.

OTR

The formal presentation by Mr. Cunningham covered all of the essential mechanics and statistics of the office and probably told most of the Midcareerists more than they really wanted to know on that department. Conversely, the presentation was characterized by little enthusiasm and, at best only moderate imagination. The answers to questions were generally adequate but when a "tricky" one came up (i.e., the status of [REDACTED] and its future role, why the managerial grid, etc.) the answers were a little more than an evasive side-step. We agree with his statement re the Midcareer and Senior Seminar that the students educate each other. It has been evident here.

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John Blake

Mr. Blake's presentation was very well-organized. The class appreciated his candor and willingness to answer all questions directly. He made good use of view-graphs as an aid in covering his subject. The class was particularly interested in his discussion of OL's relationship with other Agency components, and his interest in innovation with regard to the utilization of money and people.

Dr. John Tietjen

Dr. Tietjen gave a good overview of the OMS role. He seldom was specific, however, about OMS functions or about particular medical problems facing the Agency, such as alcoholism and the effects of overseas tours on family life. Several class members felt it would be useful to have heard about the OMS relationship with the Life Sciences Division of DDS&T and the Behavioral Science Division of TSD. An evening session with Dr. Tietjen's staff members discussing OMS medical operations on behalf of the CS would have been useful. This discussion perhaps could be held during the CS block of instruction.

Harry Fisher

Mr. Fisher was candid and forthright in his presentation during the formal session with the class. There was interest in the insights Mr. Fisher gave about Mr. Colby's involvement in Agency management. Considerable discussion was generated about the Office of Personnel's effort to play an increasingly meaningful role in personnel matters and yet retain the concept of decentralized control. It was felt that more benefit might be achieved if Mr. Fisher's evening discussion with the class had included the Director of Security whose responsibilities involve another important aspect of personnel administration.

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DDS

Mr. Coffey was good enough to give the class an overview of what the new director is apt to emphasize both in policy and principle. The class appreciates the time he took to visit with us as well as his genuine interest in the questions that were discussed. Admittedly, Mr. Coffey is not a dynamic speaker but one cannot go away without feeling that he is sincerely concerned about the class' evaluation of the DDS and ways to improve it.

OC

STATINTL

[REDACTED] presentation was articulate, smooth and well-organized. It gave a good overview of present OC operations and plans for the future. The presentation failed to mention the management problems that accompany the handling and re-training of Commo personnel in a continuously changing environment (overseas returnees, technological advances, etc.). It also would have been improved by relating closer to the content of the other Commo presentations and giving a clearer discription of how Commo responds to the requirements of the CS [REDACTED] and Commo's domestic responsibilities. STATINTL

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[REDACTED] (SCD) -- The presentation was disjointed and the speaker seemed confused. Some of the message never did "come across" to many of the students. Unless a more effective presentation can be prepared, it would probably be just as well to leave it out. It could be made more effective by concentrating on one or two major OC programs such as SKYLINK, and then showing how it fits into the overall agency mission and objectives; i.e., putting it in proper prospective as a major agency asset. There was alot of good content in [REDACTED] remarks -- but much of it was superfluous to the real issue and alot of what was pertinent did not seem very well organized.

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OC/SPD

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[REDACTED] - The oral briefing prior to the demonstration was pertinent and interesting. He gave a good overview of the mission and purposes of his division but was very careful not to be drawn into a discussion of the SPA teams' relationship with NSA collectors. (Admittedly, the arrangement between FI [REDACTED] OC/SPD and NSA may be perfectly logical and justified -- but why doesn't anyone want to talk about it? It seems that a lot of people are justifying programs in support of FI [REDACTED] these days.) The microwave demonstration and the three different types (levels?) of COMINT collection were both entertaining and understandable. Overall, the SPD presentation was fairly impressive. Again, more thought and emphasis to the utility of the product outside of NSA as a close support tool in the CS would be in order. NOTE: General Commo comment doesn't anyone in Commo tell "system success stories" in their briefings? All of Commo's presentations could have been improved by giving more emphasis to the "system" concept -- showing the electrical, mechanical and human interaction process and how it all fits together in the big picture. (Example: Emphasize the [REDACTED] system -- then show how component parts fit together.)

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OC [REDACTED]

[REDACTED] overview of the Lab and breaking of the group into small units were very good. The time allotted was too short for complete briefings and the separate briefers would have been much more effective, given the time limitation, if they had prepared only short demonstrations on limited topics instead of the shotgun approach which they never finished and gave us only slight glimpses of their fascinating program.

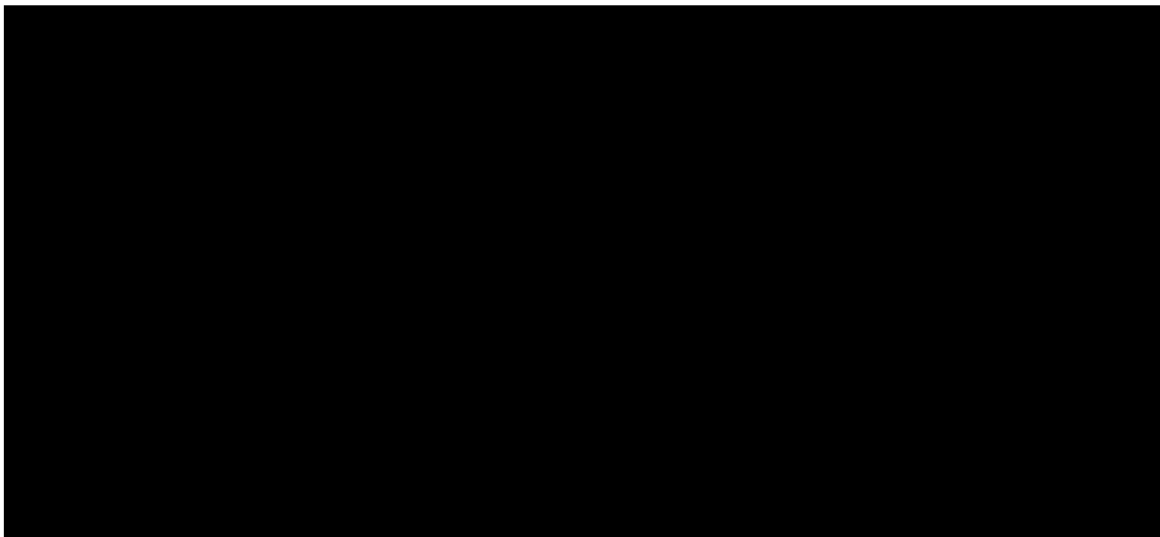
More emphasis could have been given to the difference between the OC Lab and TSD's commo electronics lab function. A demonstration of equipment in a field simulated environment also would have been most useful. A brief statistical report on the number of successfully deployed operational systems of each type would also have given the demonstrations some much needed "spark." Secondly, several of the students had seen much of the agent gear before -- at least they thought they had after seeing what appeared to be the same gray box 3 to 4 times in the course of the day's

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activities. Admittedly, there was considerable redundancy in some of the CCD equipment presentations.

In summary, most of the class felt that they were saturated -- too much in too little time -- but overall a very enlightening and impressive tour of what is obviously a highly productive laboratory.

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DDS&T Overview

Mr. Steininger delivered an excellent overview of DDS&T, discussing in general terms the Directorate's historical background, organization and budget and lightly touching on the functions of the various offices in the Directorate. He presented a well-organized speech, established a broad frame work of the Directorate which was fleshed out by later speakers. He went beyond the organization and administration of DDS&T in discussing R & D management in the Agency, and in espousing his views as to what lies in the future in the areas of interest to DDS&T. His frank discussion of the problems in DDS&T served to show the commonality of managerial problems across directorate lines in the Agency.

The DDS&T presentations as a whole were well-organized but because of the limited amount of time the individual presentations were considered too general; several of the presentations were judged poor due primarily to the different speaking qualities of the speakers. It was generally agreed that too much was crammed into one day with very little time left after the individual presentations for relative questions. It was felt that DDS&T should take at least two days for the same amount of speakers. The class also felt that the individual speakers did not seem free to candidly voice their views at the evening session. This inhibition may have been the result of having the ADDS&T present and for this reason it might be worthwhile having the DDS&T or ADDS&T by himself one evening and the other speakers the other night. One schedule ordering was suggested that might be considered for future midcareer courses, OSP before OEL -- this ordering would facilitate OEL's processing description.

██████████ made good use of viewgraphs; gave excellent presentations on technical subjects that could otherwise have been drab.

25X1A

Defined ELINT - Electromagnetic signals as apart from COMINT.

25X1C

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Quality ELINT Objectives:

1. Vulnerability determination
2. Electronic countermeasures design info
3. Precision measurements for specific community requirement. Threat simulation, penetration aids
4. Establish radar cross-section goals

25X1A

[REDACTED] presentation failed to give the class an understanding of the OEL product, i.e. what it is, what it looks/sounds like, who uses it, and how it is used.

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OSP

25X1A Mr. Dirks gave a well-organized, informative presentation on the several satellite systems in which OSP is involved, and he discussed in some detail the degree of [REDACTED] involvement in each.

He focused on the current system, its follow-on, and the future system; the movie he showed on the future system was a big help in explaining how it all works. The current system might have been more understandable if Mr. Dirks had preceded the OEL man, [REDACTED] and given us an overall view to begin with. Dirks was an effective speaker and he successfully translated technical terms into laymen's language.

25X1A

ORD

The ORD presentation was judged to be too compact, so much so, that the general nature of ORD and few if any of the examples of ORD R&D activities were understood by the class. The initial portion of the presentation dealing with general R&D activities in ORD and the Agency was considered useful. The most interesting and useful portion of the ORD presentation was that explaining ORD's current planning which identified its future role and mission and the 20-project plan that has been developed (the class would have appreciated hearing what each of the 20 projects was to cover). The 14-plus examples of ORD activities were too many. Reduction in the number of examples would be beneficial, giving a brief history of the project, e.g. how it originated, who for, and how the actual R&D was accomplished (in-house or by contract) and examples of operational use or other applications. The class would have liked to have heard a little about ORD's present organization and how each division is intended to contribute to the future R&D program.

The class would have appreciated hearing more about ORD's inter-Agency activities including problems that currently existed since the members might be able to help resolve them once they return to their respective offices.

OSI

[REDACTED] defined Scientific Intelligence, outlined the history of the office back to the [REDACTED] and indicated how the other offices of DDS&T all were offshoots of OSI. He then listed printed products of OSI, the Surveyor and the S&T Digest. Next he

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gave a methodical and detailed presentation of the OSI organization structure with just a rough general statement about the duties of each division. He went into a much greater breakdown of his own division's structure but still maintained the same generalization about detail. This part of the presentation consumed 50 minutes of the hour. It was given in a boring, monotone nature that was pitched more to an "Introduction to Intelligence" class rather than to the Midcareer Course. During this whole time two view-graphs were unnecessarily left on the screen and the lights left dim; this acted to accent the boredom of the subject. The final ten minutes of the presentation was devoted to going over an example of the type of problem that OSI solves. It was accompanied by a slide show that was hastily presented but interesting. A general suggestion would be to reverse the time frame of the presentation, i. e. 10 minutes for the definition and organizational charts and 50 minutes for examples, the discussion of managerial problems, and to answer questions from the class. The class as a whole felt the OSI presentation was too elementary and basically too slow in pace.

FMSAC

This presentation had a heavy emphasis on procedural and coordination matters and the bureaucracy of the intelligence community relationships. While this is no doubt a significant aspect of getting the FMSAC's job done, the class felt that a lecture directed more at how and why the basic FMSAC job is done would be more interesting. For example, briefer showed an illustration of telemetry signal readout but made no effort to explain what they mean, and how FMSAC's product meshes with other DDS&T analytical processes to make a complete intell report.

OCS

25X1A

██████████ opened his overview of OCS with an understandable explanation of the interaction of a customer with the computer specialists. ██████████ tended to talk in general terms with a delivery that tended to be choppy and at times not well coordinated in terms of content. Once the trivia is cut away from ██████████ overview it is best characterized by it's inaccuracies and/or omissions; number and implied capabilities of remote job terminals, complexity of customer-charging for actual computer utilizations, security/compartimentation of sensitive data concurrently within the computer at any given moment, implied utilization of other than IBM equipment and finally the indication that OCS has no organizational interest in acquiring any of the other computing facilities i. e. CRS and/or ISD.

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General Class Comments: Although there were critical comments on the content of [REDACTED] presentation by knowledgeable members of the class, there was also genuine appreciation for the approach he took in describing the computer system and the employees who use it. One other general comment that might be useful in preparing future OCS presentations is to try to give specific examples of the types of computer jobs performed by OCS for the other offices. Examples of work done by the Scientific Application Division would be useful for this purpose.

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DDP Area

ADDP

██████████ provided a comprehensive overview of the CS. His presentation concentrated on the activities of the field station and this was a refreshing approach. ██████████ was allotted about two hours and he devoted nearly half of this time to answering questions. We recommend that future speakers follow this practice. Some in the class thought that ██████████ could have given more attention to DDP staff functions, particularly with regard to how these staffs interface with other headquarters components.

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25X1A

25X1A

There was some feeling that the "need-to-know" principle was applied too rigorously, given the interests and experiences of the class. ██████████ gave the impression to some that OCI was the DDP's only consumer. During the question period it was noted that the wiring diagram for the plans directorate seemed to be overloaded at the top; some 17 units report directly to the DDP. Many in the class felt that ██████████ did not address this question in a meaningful way. The class deeply regretted that ██████████ was not available for the evening session at ██████████.

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CA

██████████ came across very well. He gave a well-organized presentation of field station operations and imparted a "feel" for operations which was especially valued by non-CS team members.

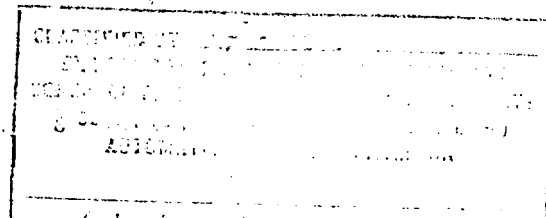
CI

██████████ gave a well-thought-out description of the organization and activity of the CI Staff. This presentation was interlaced with examples of production and up-to-date anecdotes and case studies and the presentation was in general very well-received. ██████████ was, however, perhaps too deferential or low-key in his delivery, perhaps partially due to an altercation with a student in a previous class -- which he commented upon. In sum, ██████████ sincere interest in making what could have been a dry and sterile presentation into a meaningful and interesting briefing far overrode any lack of dynamism in his delivery. His candor in the evening session was also most refreshing.

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25X1A

[REDACTED] presentation was well balanced between the good operations and the operations that failed. For example he

25X1C

[REDACTED]

25X1A

The Blue Team agreed that [REDACTED] gave a very good presentation of this difficult [REDACTED]. We enjoyed his approach.

25X1A

TSD

The presentation was generally excellent. The overview in the morning set the scene, although the speaker was delayed in his time-making-up effort by questions. The time allotted to the afternoon briefings was too short. The problem seems to be that the information is too complex for a one-day period of presentation and not detailed enough for two days. Perhaps an earlier start in the morning and biting the bullet by getting caught in the evening traffic is the answer in that more time would thus be available. The frankness, candor, and enthusiasm of the speakers was appreciated by the class.

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Approved For Release 2000/06/01 : CIA-RDP80-00536A000300100001-1

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Information Science

Information Science was felt to be valuable and should be included in the midcareer course. However, in its present format several areas could be further refined to take the following into account:

1. After a 1 day general overview, break up into interest areas based on components or on interest areas, such as retrieval, calculation and management. With this format those in the DDP could view the WALNUT system in action, the DDS could view SIPS in action and the DDI & DDS&T could view CRS. This means 1 day teaching, 1 day viewing..
2. On the first day some tutoring based on class interest and level of computer exposure would be helpful.
3. A criticism that much of the class had was that the presentation was too specific concerning technical data and analysis.
4. What was felt was more applicable was management application examples such as SOC/OEI example, and AF/CA example given in critique. This would show the abilities and the limitations of technical analysis in the real world. A visit to FMSAC and the PPB center would have been most illuminating here.
5. Utilizing the computer terminal in the Hqs. Bldg. was thought to be more beneficial than using the terminals in DIS because it would be a real introduction to how the Agency uses computers. Try the Agency computers once.
6. Rather than learn about how the Agency uses computers at the end of the course, Info Science, use [REDACTED] hour as an introduction.

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Information Science

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PHASE III

Richard Collins, Professor of Public Affairs and Administration,
Federal Executive Institute

Mr. Collins spoke on "Inventing the Future." He spoke in vague terms on ideals. The class assessed his mission as being one to inspire us to think of other approaches to problems. His emphasis was on shifting values from being on material things (economic) to one on social. The mission, however, was not wholly successful. Although he did make us think, he presented a lot of questions about ideals but he did not offer any solution. Indeed, simple solutions do not exist to his problems and the discussion of such by the class may be a general waste of time except as a bull session. In general, Mr. Collins appears to be shallow, glib; and disorganized on his topic. He is unprepared for economic comparisons with social problems and was perhaps not expecting the "uncollegiate" type group that he faced.

PPB

[REDACTED] gave the class a good briefing on the PPB managerial process and the new processes that are expected to soon replace it, i.e. MBO, performance management system, etc. The briefings were well prepared, using practical examples of the various mechanics of the processes and capping their presentation with a mock-up of a past Agency budget presentation to Congress. All in all their presentations gave meaning to an otherwise fuzzy set of buzzwords used by all of the Agency's top management.

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The practical use of handouts, examples and the slide show went a long way in helping the class understand the PPB presentation. A couple of class comments were made that might be of use to the briefers in planning future presentations for the Midcareer course:

1. [REDACTED] might briefly go over the program/project management procedure used by the other three Directorates for comparison purposes with the one used by DDP.

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2. [REDACTED] might better separate the Agency's PPB functions from those of OMB (specific reference is made to his description of the 5 OMB people responsible for the intelligence community -- several in the class became a bit confused at this point about who was

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Phase III Speakers

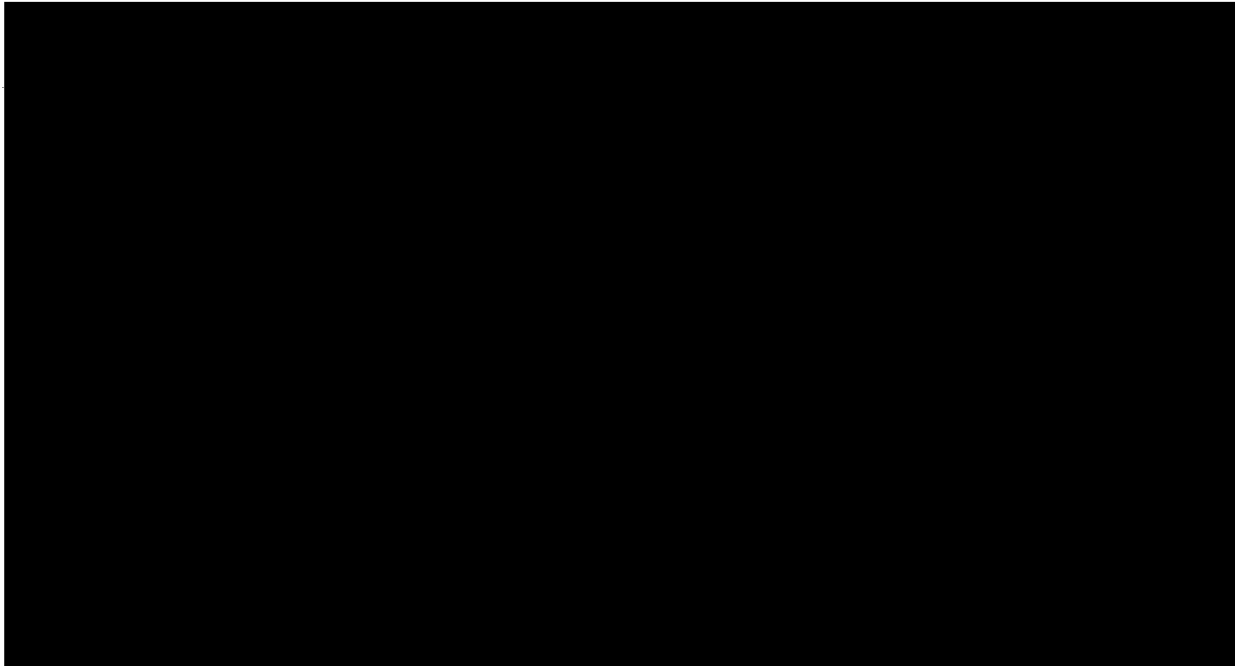
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doing what.) All-in-all the class thought [REDACTED] might have been a little better organized, in his presentation.

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[REDACTED], Chief, Nationalities Intelligence Section, FBI

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William Colby

During our informal evening session the class in general found him to be a warm and sincere individual. He fielded questions covering the full spectrum of Agency activity and interest. His delivery was candid and his manner relaxed but he was also willing to admit that he did not have all the answers.

Mr. Colby's in-depth knowledge covering a very wide range of agency problems/operations was very impressive. We found him willing to listen and consider innovative suggestions, regardless of their source.

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Edward Allen, Deputy Assistant Secretary of Commerce

Dr. Allen discussed "the U.S. in a Changing World Economy". He gave a good account of the U.S. balance of trade position. His presentation was well-prepared but obviously not for the Midcareer Course. The lecture was not up-to-date, unfortunately. It was obvious that he is experienced at presenting this lecture and is trying to sell the Commerce line. It was in total an enlightening presentation and very worth while.

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██████████ Special Assistant to the DCI for SALT

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In general, ██████████ SALT talk gave the class a fair understanding of the Agency's role in the SALT negotiations. It may have been a little deficient in the area of how the other agencies contribute. Also SALT II, which is the ongoing phase, was not sufficiently described nor was the Agency's role in SALT II identified to the satisfaction of the class.

We would suggest he incorporate a few graphic examples of the points he was making and even show some of the tough intelligence problems that have been handled to the satisfaction of the White House (SALT I) and some of the problems that will have to be overcome in SALT II.

All-in-all it was a worthwhile and adequate presentation for Phase III.

An added class comment was that he did not go into the problems associated with Agency support i.e. OSR and others.

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██████████ Assistant Deputy Director for Intelligence

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██████████ opened with a general overview of the DIA organization, including domestic and overseas installations, personnel ceilings and DOD channels for operational responsiveness. Most people not previously associated with DIA were surprised with its small size (which does not include the overseas service collection components).

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██████████ did appear a bit too defensive and self-critical of his organization while being overly complimentary of CIA.

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██████████ spent considerable time relating to DIA's operational assignments and the problem of not having direct control of collection resources. In addition, their inability to convince OMB of the necessity for adequate slots has led to an internal morale problem.

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██████████ would have been better received had he been less structured and defensive while being more candid and relaxed.

George Allen, Dir/IAS

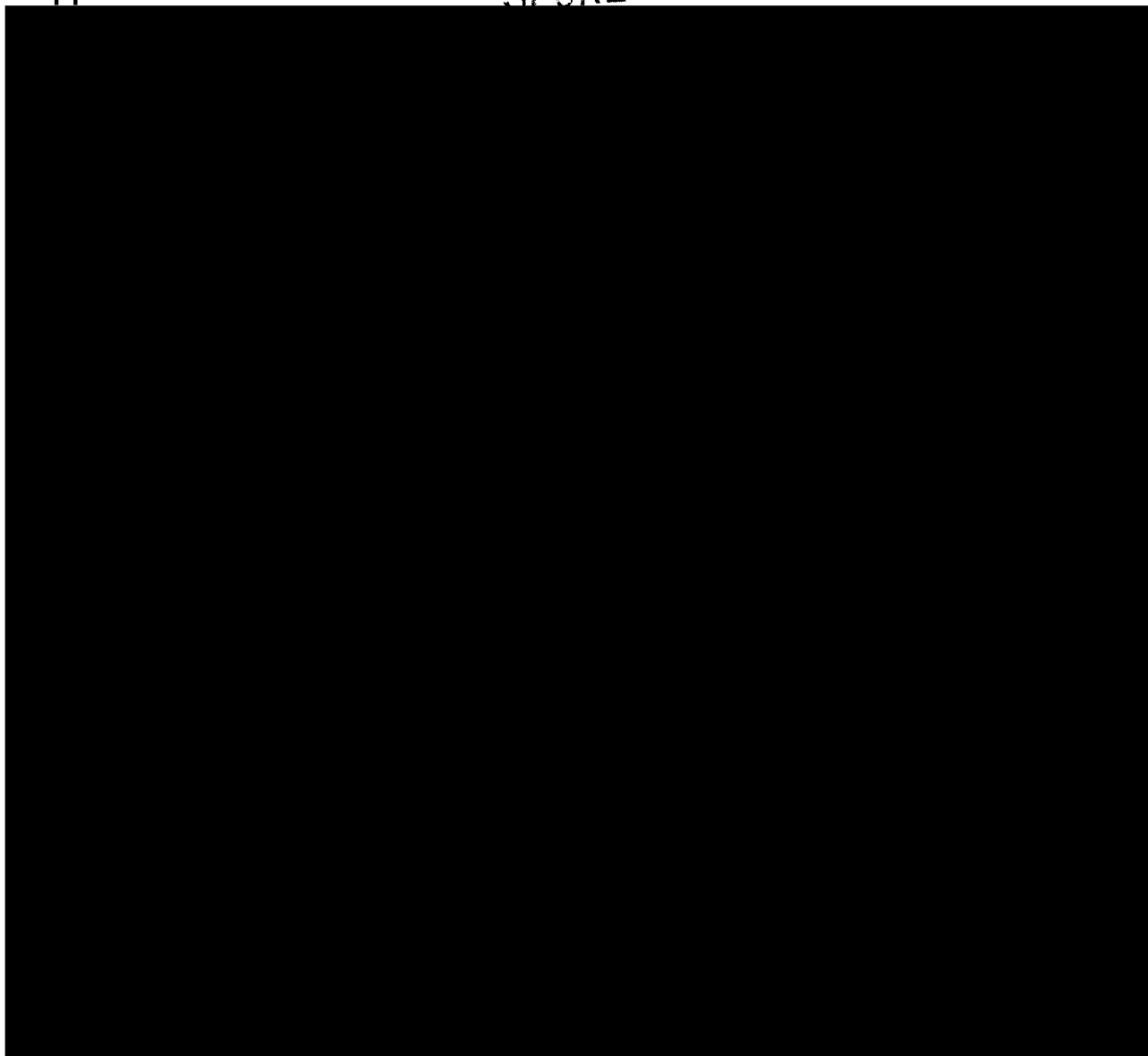
It was the team's opinion that two hours and forty minutes is not enough time to cover the many aspects of IAS. The briefing format was excellent with just enough time allocated for Mr. Allen and the overview. His slides were effective and informative. The group enjoyed talking with the individual analysts and seeing their work at their desk. However, due to time limitations, not everyone got to see or hear the activities of each of IAS's divisions. Several in the class were not aware that IAS was a dedicated CIA component rather than another division of NPIC. It was also most interesting to learn that this CIA activity (IAS) has eleven target categories vs four assigned to the total NPIC effort. In summary, it was a well-orchestrated and informative briefing. We would like to see future briefings with more time added for a typical case history in each of the four divisions of IAS.

NSA

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The class was of the opinion that the trip and briefings received at NSA were extremely worthwhile. Many of the class members had heard of this counterpart agency and its work, but had not actually worked with or used either COMINT or SIGINT material. The class believes that Messrs ██████████ did a good job of explaining NSA's mission, i.e., that of communications security and signals intelligence. This was effectively brought home by explaining the authority granted the DIRNSA by NSCID-6; by pointing out the number of people working on SI; and the size of their budget.

Some of the key points made by the NSA speakers were the following which helped bring home the importance of communications security:

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Bruce Clarke, D/OSR

The speaker had a very good presentation. His approach to the subject at hand was excellent. His charts and graphics to compare the U.S. and Soviet capabilities were well received. The extrapolation of these charts to predict or show future trends in both arsenals were an asset to the overall presentation. It is suggested, that in future presentations in the area, the speaker address himself to the SALT talks using the graphics and charts as a background.

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[REDACTED] Member, Board of National Estimates

Mr. C didn't tell us anything that we couldn't read in the newspaper. I or we (team) could of got more on this subject from a specialist from the DDO. I suggest that we should look for a State Dept. Middle East specialist, one that would tell us some classified information.

Class: There were mixed emotion^s from the class, but most requested that more classified information be given to us on today's problems instead of the past history.

James West, Staff Assistant to the Assistant Secretary for Mineral Resources, Department of the Interior

Mr. West was clearly on top of his subject. He was a low key speaker and started off slowly, but he improved markedly as he went along. His strongest suit was the ability to project the big picture and trends. He was frank with the class and was willing to discuss policy recommendations.

Marshall Green, Assistant Secretary for East Asian and Pacific Affairs, Department of State

He gave an excellent and candid presentation that was well-laced with humor.

The class obtained a number of fascinating insights and background information regarding the past, present and possible future course of foreign affairs in East Asia.

It is greatly regretted⁺ that Mr. Green's new assignment will prevent him from addressing future Midcareer classes.

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Andrew Marshall, Dir. Net Assessment Group, National Security Council

Mr. Marshall addressed the question of problems in perceiving consumer needs. Speaking on behalf of the newly formed NSC Intelligence Committee, Mr. Marshall provided an authoritative assessment of how the agency's principal consumer, the White House, views our product. Mr. Marshall explained that he arrived at his assessment on the basis of a series of informal interviews with NSC staffers over the past few years. He also conducted three case studies on the intelligence support provided during three recent crisis situations.

His general conclusions were that, 1. there is a need for more in-depth analysis, 2. that there is general unwillingness on the part of the agency to focus on uncertainties, and 3. that CIA analysts tend to view ongoing situations with a much more limited perspective than the White House leadership. Mr. M noted that these problems arise in part because of the lack of communications between the NSC and the CIA. While noting that the need for privacy of decision-making at the highest levels precludes to a certain degree the downward flow of information, Mr. M made it clear that he is attempting to improve these communications.

The thrust of his presentation, however, was that the need for action and reform lies squarely with the agency itself. He suggested that the agency conduct its own polling on how its products are received and that it introduce trial products, much the way that it is done in the commercial world. He stressed that there was a need for analysts to sensitize themselves to the needs of the White House staff and he suggested that a case study might be a useful method to get this point across.

In general, the class reaction was not very positive, primarily because of certain shortcomings in Mr. M's method of oral presentation. Nevertheless, there was a keen interest in what he had to say because the class had heard on numerous occasions that there were high-level misgivings about the agency's product. Mr. M helped to a certain extent to clarify these misgivings, but this is obviously an area in which much work remains to be done. On the question of the downward flow of information Mr. M offered little in the way of encouragement.

Field Trip - Cape Kennedy

There is a wide divergence of opinion as to the relevance of this stop to the aims of this course. The tour itself was complete with the exception of perhaps seeing a little of the payload hardware. The briefings were excellent and the guide really worked at his job. The question remains, however, as to the overall value of this aspect of the trip.

Charleston

This stop was extremely badly handled by the Navy. The opening briefer was informative and the tour of the training station was interesting. Not much good can be said of spending a couple of hours on a bus in order to see a C 5 A aircraft. The sub visit was interesting but the briefing at the missile assembly plant could have been given by FMSAC and in greater depth. This stop could have been eliminated if we could have seen a sub in Norfolk. With our established contacts in Norfolk this should be possible. The Navy really didn't want this group in Charleston, or so it appeared.

Norfolk

This stop was excellent. Our marine escort was interested and extremely effective. The morning briefings were intelligence-oriented and interesting, as they for one thing provided insight into the use made of the agency's product. Both of these speakers were frank and lively. The trip to the carrier was most interesting and informative, and, depending on which group you were in, likewise intel-oriented. The overall atmosphere in Norfolk was friendly and helpful and the escort officer himself suggested that a day and a half or two days would be profitable.

Some suggestions:

1. Schedule a visit to the Indications Center at Norfolk.

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3. Try, if possible, to get on a sub at Norfolk which would eliminate any need for a Charleston stop. Most of the time submarine officers are pretty forthright types and could provide a worthwhile briefing even if at a location other than the sub home base.

Field Trip

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